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Framework for a global service delivery model of the United Nations Secretariat

Report of the Secretary-General

Summary

The present report is submitted in accordance with General Assembly resolution 67/246. Advances in modern information and communications technology (ICT) and recent transformative initiatives provide the opportunity to rethink the elaborate administrative support structure that has evolved in the Organization over the last decades. Administrative support can become leaner and more effective to better serve the current and evolving needs of the Secretariat.

In line with the Secretary-General's goal of creating a truly global Secretariat, the global service delivery model envisions a Secretariat that is better able to deliver on its mandates, supported by administrative services that provide what is needed, when needed and where needed.

The enterprise-wide approach will deliver high-quality, timely and standardized administrative services across the global Secretariat under one common set of Financial and Staff Regulations and Rules of the United Nations. Administrative support functions will be organized to put client needs, operational imperatives and results first, while also ensuring appropriate control, oversight and cost-effectiveness. Modular solutions will accommodate diverse business needs and the complexities of different operating environments at Headquarters and in the field.

The global service delivery model will leverage the potential of other transformative initiatives, including Umoja, the global field support strategy, the International Public Sector Accounting Standards (IPSAS), the ICT strategy and human resources reforms. Further, it will draw on lessons and experiences of shared services arrangements already in use in the United Nations Secretariat and the larger United Nations system.

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The Secretary-General proposes to develop the global service delivery model in a phased approach. The present report provides a framework for the model that includes a vision and guiding principles, expected benefits and a preliminary scope, as well as an implementation road map. It is presented in full recognition of the unique structures of the United Nations that have evolved under the direction of Member States, the universal nature of the Organization, its complex operating environments, institutional history and the knowledge that has been accumulated by its staff.

Subject to Member State approval of the global service delivery model framework, the Secretary-General will present a detailed proposal for administrative support services, including a business case and location options, for the consideration of the General Assembly at its seventy-first session. The Assembly is requested, in the meantime, to authorize resources to establish a small temporary project team and secure expert consultancy to develop the proposal in full.

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I. Introduction: the need for change

1. In presenting his Five-year Action Agenda to the General Assembly on 25 January 2012, the Secretary-General highlighted the need to strengthen the United Nations to ensure more effective delivery of mandates and do more within recognized resource constraints. A major contribution towards this effort is the introduction of a new model for the delivery of administrative support services that provides high-quality service across the global Secretariat in a consistent and efficient manner.

2. Since the inception of the United Nations Secretariat in 1945, the administrative structures of the Organization have grown into a complex structure of some 98 stand-alone entities at more than hundreds of sites that serve individual duty stations or specific departments and offices. Administrative practices vary significantly among entities and operating environments, as does performance and client satisfaction with timeliness and quality of service.

3. Overall, the elaborate structure of administrative backstopping arrangements constitutes a significant cost and can become leaner, more effective and cost-efficient. Throughout his tenure, the Secretary-General has called for prudent resource management and has committed the Organization to a strict budget discipline. In this respect, administrative costs in the regular budget have recurrently been reduced in favour of the programmatic work of the Organization over the last three bienniums, by 2 per cent in 2010-2011, 3 per cent in 2012-2013 and 5 per cent in 2014-2015, with a further reduction of 3.6 per cent in the proposed budget for 2016-2017.

4. To establish a sustainable approach to administrative service delivery that is suitable for current and evolving operational needs of the Secretariat, the Organization must shift to a new service delivery model. Such a model should leverage the expertise available across the global Secretariat and the potential of all recent transformative initiatives, particularly Umoja, the enterprise resource planning (ERP) system, combining prudent stewardship of resources with results orientation and a renewed focus on quality and timeliness of service delivery.

5. The Secretary-General proposes a phased approach to the development of a global service delivery model. The present report provides a rationale and framework for the model for the Secretariat. The framework includes a vision and guiding principles, expected benefits, preliminary scope and assessment methodology, as well as an implementation road map. It is presented in full recognition of the unique structures of the United Nations that have evolved under the direction of Member States, the universal nature of the Organization, its complex operating environments, 70 years of institutional history and the knowledge that has been accumulated by its staff. This approach is in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions "to develop an organization-wide service delivery model that ensures synergies and sharing of infrastructure to the extent possible, while taking into account the specific requirements of different parts of the Organization, including peacekeeping" (A/69/860, para. 83).

6. Subject to Member State approval of the global service delivery model framework, the Secretary-General will present a detailed proposal for administrative support services, including a business case and location options, for the consideration of the General Assembly at its seventy-first session. The Assembly is

requested, in the meantime, to authorize resources to establish a small project team and secure expert consultancy to develop the proposal in full (see sect. VII).

7. In parallel, work on an improved way of delivering logistics and supply chain management services is under way. Recently, the General Assembly authorized resources for the development of a supply chain management programme to support field missions. This programme is aimed at maximizing existing resources, delivering value for money and improving responsiveness in mandate implementation. Umoja Extension 2 is being designed as a key enabler of this new approach and this work will be an integral part of the global service delivery model.

8. Extensive consultations among stakeholders from across the Secretariat have informed the development of the global service delivery model framework. A Global Service Delivery Model Working Group, comprising working-level Umoja process owner representatives from the Department of Management and the Department of Field Support of the Secretariat as well as from the Umoja team, met regularly to prepare proposals for the consideration of the senior leadership of the Organization. Several workshops were held with administrative experts from United Nations Headquarters/Offices away from Headquarters and regional commissions. The Senior Planning Group, chaired by the Under-Secretary-General for Management and comprising 17 Secretariat entities, served as the forum for senior-level consultations and brought together the perspectives of service providers and clients. The model was also the subject of several discussions in the Management Committee. The proposal for the global service delivery model framework was discussed with staff representatives, including through a special ad hoc meeting of the Staff-Management Committee.

II. Critical transformational initiatives

9. The development of the global service delivery model has become possible with the implementation of various transformative initiatives that the Secretariat has undertaken in recent years:

(a) **Umoja**, the enterprise resource planning system, enables integrated and streamlined management of financial, human and physical resources for the entire Secretariat. A single source of information that can be accessed from any location provides direct access to reliable, real-time data and replaces many legacy information and communications technology (ICT) systems. The introduction of standardized automated solutions ensures improved coherence and consistency across the Organization in the delivery of administrative support services, while also being responsive to different clients' needs. The transformation and simplification of business processes as well as greater automation and a rigorous segregation of duties is leading to a new way of working. Umoja enhances accountability, transparency and internal controls, and supports results-based management by providing decision makers with the ability to better monitor, manage and report on resources used by programmes and operations;

(b) **The global field support strategy** has strengthened support to peace operations and provides more effective and efficient services throughout the mission life cycle. The shared services pillar of the strategy built on the recognition of the need for greater specialization at each level (global, regional and local) to allow for

greater concentration of expertise and consistency of services while also realizing economies of scale;

(c) **The information and communications technology strategy** will provide enterprise-wide ICT solutions at the global level and harmonize services across established regions while ensuring that day-to-day operations are effective and timely. The standardization of applications and services overcomes fragmentation, and a stronger focus on business intelligence and analytics will facilitate more strategic decision-making. Fundamentally, the ICT strategy provides an enabling landscape for both Umoja and global service delivery;

(d) **The International Public Sector Accounting Standards** (IPSAS) have had an impact on a wide range of activities across the Organization and created the potential for improvements to efficiency, effectiveness and accountability in managing the Organization. More detailed data on costs, and more comprehensive and transparent IPSAS-compliant financial reporting, will compel improved stewardship of assets and liabilities and facilitate more informed strategic decisions regarding utilization of resources;

(e) **Human resources reforms** support a dynamic workforce that is highly skilled and able to adapt to the fast-moving, globalized and interconnected environment. Key components include the harmonization of the conditions of service, the introduction of the talent management tool, Inspira, and the roll-out of the mobility framework.

10. At its sixty-ninth session, the General Assembly emphasized the importance of the alignment between the current arrangements being deployed under the global field support strategy and the pending global service delivery model being presented to the General Assembly for its consideration (resolution 69/262, sect. IV, para. 8). The Assembly further requested the Secretary-General "to ensure that any initiatives related to field support and service delivery improvements take into account lessons learned and best practices from other Secretariat initiatives so as to maximize benefits and avoid possible duplication and overlap" (resolution 69/307, sect. V, para. 61). Proposals for the global service delivery model are aligned with these directions.

III. Building on experience

11. The global service delivery model will build on the organizational history that has evolved over 70 years, and will leverage the infrastructure and resources that were committed in the past. Moreover, it will draw on experience and lessons learned from shared services arrangements already in use at different Secretariat entities:

(a) **United Nations Headquarters** provides some services centrally for the entire Secretariat. For example, the Office of Information and Communications Technology hosts global service desks, management, collaboration and security tools, and the Office of Human Resources Management administers the Young Professional Programme for the entire Organization;

(b) **Offices away from Headquarters** have for many years successfully provided services to other entities co-located at their respective duty stations and, in some cases, further afield:

- Historically, the United Nations Office at Geneva has served as a local and a regional support hub, providing fully integrated administrative and support services to more than 30 United Nations system entities in Geneva, Bonn and Turin, as well as more than 126 field offices in some 83 countries

- The United Nations Office at Nairobi services co-located the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat), including their presences in approximately 60 different locations, and delivers shared administrative services to over 50 offices of the United Nations system located in Kenya

- The United Nations Office at Vienna provides human resources management and financial services for Vienna-based United Nations Secretariat entities and the United Nations Office on Drugs and Crime (UNODC), including its field offices in over 60 countries, and for the Turin-based United Nations Interregional Crime and Justice Research Institute (UNICRI)

(c) Some **regional commissions**, for example the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic Commission for Africa (ECA) and the Economic and Social Commission for Western Asia (ESCWA), render administrative services to United Nations Secretariat entities at the same duty station, including offices outposted from other entities, as well as to its field offices in the region;

(d) **Field missions**. As part of the implementation of the five-year global field support strategy, the Department of Field Support has delivered shared services from its Regional Service Centre in Entebbe, Uganda, and from the Global Service Centre, which provides global logistics support and ICT services to all United Nations field missions. Currently, 70 per cent of the Secretariat's field staff is supported through some form of administrative shared services from the regional and global service centres or the Kuwait Joint Support Office. The results achieved from this experience have been welcomed by the General Assembly (see resolution 69/307), and the lessons learned during the implementation of the global field support strategy shared services will feed into the development of the global service delivery model (see also annex I). As of July 2015, the strategy has been mainstreamed into the work of the Department of Field Support. Ongoing work to develop a new supply chain management approach is being piloted for field missions and will be integrated within the overall global service delivery model and will inform the design of Umoja Extension 2;

(e) Under the five-year **ICT strategy**, the Office of Information and Communications Technology will set the strategic direction, establish governance mechanisms, exercise oversight and, in collaboration with United Nations offices and departments, formulate policy and technology standards and architecture. Regional technology centres in Geneva, Nairobi, Bangkok and New York will coordinate regional ICT services and institute governance. These regions are complementary to the regional hubs of the Department of Field Support. Enterprise service desks in Bangkok, Nairobi, New York, the Global Service Centre (Brindisi) and Geneva will provide global around-the-clock help-desk services for critical applications. Enterprise applications centres will concentrate application development in three key centres (Bangkok, Vienna and New York), as well as through virtual hubs to ensure the harmonization of the application and website landscape.

12. **Subsidiary support arrangements**. On a cost-recovery basis, the Secretariat also receives services from United Nations system entities (such as the United Nations Development Programme (UNDP)) administering staff posted in small or remote duty stations. On occasion, there is also a combination of service providers from within and outside the Secretariat for a given entity. The Office of the United Nations High Commissioner for Human Rights (OHCHR), for example, receives services for its headquarters and 76 field presences from the United Nations Office at Geneva, UNDP and regional commissions, as well as from peace operations that have a human rights component.

13. **United Nations system**. In recent years, several United Nations funds and programmes and specialized agencies have made concerted efforts to consolidate their respective back-office operations and/or move to shared services arrangements.[1] The present report takes into account the periodic information-sharing on global service centres among United Nations entities, facilitated by the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) (see CEB/2014/3, sect. VII). In conjunction with the CEB secretariat, the United Nations Secretariat issued a comprehensive questionnaire in the spring of 2015 to map the administrative arrangements of United Nations system entities and collect lessons from their experience. Key findings of the survey are summarized in annex V (see also annex VI).

14. **Quadrennial comprehensive policy review**. The Secretariat has also taken note of the ongoing discussions held in the context of the quadrennial comprehensive policy review on further pursuing "higher-quality, more effective and cost-efficient support services in all programme countries" (resolution 67/226, para. 152). As discussions on both the quadrennial comprehensive policy review and the global service delivery model continue, the request made by the General Assembly will be taken into account, as feasible, to "accelerate progress in deepening coordination between Secretariat entities and members of the United Nations development system, inter alia, through the simplification and harmonization of programming instruments and processes and business practices, with a view to providing effective, efficient and responsive support to national efforts in countries in transition from relief to development" (resolution 67/226, para. 107). The request was reaffirmed by the Economic and Social Council (resolution 2014/14, para. 29).

15. The Secretariat is also guided by pertinent recommendations from oversight bodies on different transformative initiatives. Key findings are contained in annex II.

IV. Vision, expected benefits and guiding principles

16. The global service delivery model envisions a Secretariat that is better able to deliver on its mandates, supported by administrative services that provide what is needed, when needed and where needed.

[1] In 2009, the Joint Inspection Unit undertook a study on the issue (A/65/63); see also the comments of the United Nations System Chief Executives Board for Coordination on the report (A/65/63/Add.1).

17. The enterprise-wide approach will deliver high-quality, timely and standardized administrative services across the global Secretariat under one common set of Financial and Staff Regulations and Rules of the United Nations. Administrative support functions will be organized to put client needs, operational imperatives and results first, while also ensuring appropriate control, oversight and cost-effectiveness. Modular solutions will accommodate diverse business needs and the complexities of different operating environments at Headquarters and in the field.

18. The model will strive for:

(a) Excellence of service (quality/timeliness/cost-effectiveness);

(b) Client orientation and responsiveness to business needs;

(c) Adaptability, flexibility and scalability;

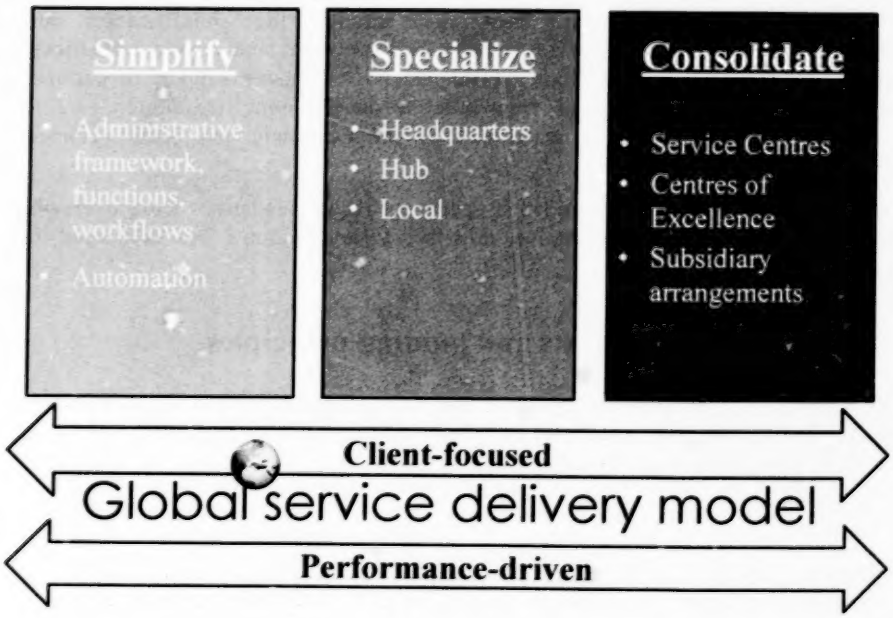
(d) Effective organizational performance management;

(e) Adding value in a simplified and consolidated administrative support structure.

Simplification, specialization and consolidation

19. While Umoja standardized and automated business processes, the global service delivery model will consolidate fragmented administrative structures within and across duty stations, as appropriate. A client-focused and performance-driven delivery model will: (a) simplify the administrative framework, functions and workflows; (b) specialize administrative responsibilities under distinct roles; and (c) consolidate administrative capacity across the Secretariat (see figure I).

Figure I
Global service delivery model benefits



20. **Simplification**. The multilayered administrative structures of the Secretariat, including key administrative policies, procedures and delegations of authority, will be reviewed in order to reduce unnecessary complexity and make it more agile and responsive to operational needs. Oversight and accountability mechanisms will be strengthened. In addition to the process re-engineering undertaken in the context of Umoja, administrative processes, including those outside the ERP system, will be further reviewed with a view to abolishing redundant and non-value-adding process steps. Consideration will also be given as to whether and how necessary tasks can be simplified and ICT can be leveraged.

21. **Specialization**. Furthermore, the global service delivery model will realign the Organization's administrative architecture to better distinguish strategic from operational activities and strategic oversight from administrative service delivery. It will clarify roles and responsibilities and establish the required authority of each entity. Specialization at each level of the Organization will allow for greater concentration of expertise and consistency of administrative services, with different entities contributing as part of one consolidated enterprise model. For administrative functions, a clearer division of labour and a reprofiling of functions is foreseen on the basis of the following overarching delineation of responsibilities (see figure II):

(a) **Headquarters functions** will be provision of strategic direction, formulation of policy, oversight and leadership on stakeholder engagement;

(b) **Hub functions** will be the consolidated delivery of location-independent[2] processes at the global, regional or single-site level;

(c) **Local office functions** will be the performance of location-dependent, non-transferable processes.

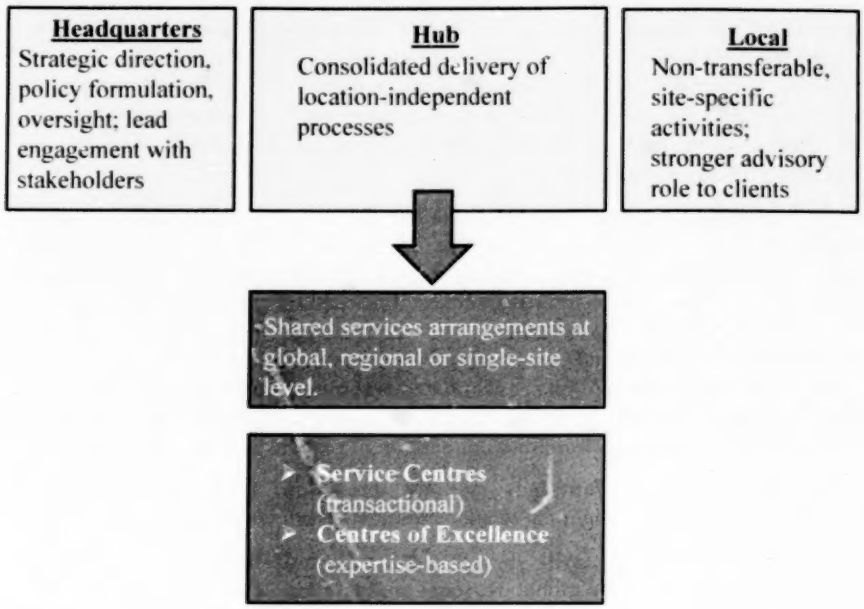
22. Client entities that in some locations are currently performing administrative support functions will relinquish most transactional administrative responsibilities and focus on their core mandates. They will, however, retain their strategic responsibilities related to administrative issues, such as the preparation of budgets, the coordination of audits, staff selection and other departmental management questions.

23. **Consolidation** For location-independent hub functions, and depending on client needs and the type of administrative function, different shared services arrangements will be explored, taking into account their comparative costs and benefits, for example:

- Transactional administrative services will be delivered through service centres that can be established in global, regional and on-site locations.
- Expertise-based administrative services will be provided by centres of excellence that offer highly specialized guidance and knowledge.

[2] Location-independence describes processes that are either performed locally but have the potential to be partially or fully consolidated, simplified or automated in a shared service environment; or processes that are led by United Nations Headquarters/Offices away from Headquarters but can be performed in other locations.

Figure II
Delineation of responsibilities


Headquarters
Strategic direction, policy formulation, oversight; lead engagement with stakeholders
Hub
Consolidated delivery of location-independent processes
Local
Non-transferable, site-specific activities; stronger advisory role to clients
Shared services arrangements at global, regional or single-site level.
Service Centres (transactional)
Centres of Excellence (expertise-based)

24. Subsidiary service arrangements (such as service delivery by UNDP or other United Nations system partners) will be reviewed in order to ensure a streamlined approach that retains the necessary flexibility to meet different operational requirements. Client services currently rendered by partners external to the Secretariat will be assessed to determine if a transition into the global service delivery model would equally or better meet business needs and generate efficiencies.

Expected benefits

25. The establishment of shared service environments is an established means to enhance service quality and improve operational efficiency. Qualitative benefits and better resource utilization go hand in hand. The global service delivery model will bring about the following benefits:

(a) High-quality service that is timely and consistent and responds to business needs;

(b) Greater consistency in the application of regulations under a streamlined and simplified policy framework;

(c) Increased transparency and accountability through the standardization of processes and better oversight;

(d) Creation of efficiencies and economies of scale;

(e) Redirection of resources to new functions and programmatic work;

(f) Light footprint in hardship and hazardous locations for improved staff safety and welfare.

26. The same guiding principles and expected benefits will also inform the further development of supply chain management and logistics components of the global service delivery model.

V. Preliminary scope and delivery modalities

Preliminary scope

27. As part of the process of assessing the specific operating environment of the United Nations Secretariat, a six-part methodology is being applied. It is used to determine which administrative processes hold potential for consolidation under shared services arrangements and to develop design options for the global service delivery model. The methodology comprises the following elements:

- Part 1: Administrative business processes are assessed for their location dependence and are preliminarily categorized as "headquarters", "hub" or "local" processes. "Hub" processes are deemed to have the potential for migration to a shared service environment.
- Part 2: The business impact and level of difficulty of moving each "hub" process to a shared service environment is evaluated.
- Part 3: Processes whose migration is found to have low or medium business challenge and implementation difficulty are mapped to corresponding organizational structures in the Secretariat. This mapping identifies where functional roles are currently located in the Organization and quantifies the workload expended for each process with "hub" potential.
- Part 4: A location assessment is conducted to determine potential sites for consolidated functions taking into account qualitative and cost-benefit considerations.
- Part 5: Based on the prior findings and a proposed service delivery design, a business case is developed, identifying potential costs and benefits of implementing the global service delivery model.
- Part 6: A risk framework is formulated to assess potential risks and, based on likelihood of occurrence and level of impact, articulate a risk mitigation strategy.

28. A preliminary analysis of 347 administrative processes (including Umoja processes and others that are being delivered outside the ERP system) has been undertaken under the leadership of Umoja process owners. A further validation exercise took into account the experience of the roll-out of Umoja in clusters 1 and 2, and cluster 3 in June 2015. A preliminary finding was that 142 processes had potential for consideration under a shared services approach (see annex III for an overview of the initial findings). These will also continue to be assessed in existing shared services locations already using Umoja, such as the Regional Service Centre in Entebbe, and used as an opportunity to further adapt Umoja for a shared service setting. It should be noted that this assessment is an interim step in the full application of the methodology; additional in-depth analysis will follow as Umoja continues to be deployed and has further stabilized. Only options that are identified

as operationally feasible and beneficial to the Organization will be considered as part of the detailed business case to be presented to the General Assembly at its seventy-first session.

A more holistic approach to service provision

29. A critical paradigm shift that will underpin the global service delivery model is the transition to a more holistic, end-to-end delivery of services. Rather than handling human resources, finance or central support processes separately, a shared service environment manages related administrative activities jointly across different parts of the Organization in order to achieve better results and create synergies.

30. A range of modalities for end-to-end service delivery will be developed that can be tailored to different client profiles and operating environments. In the design of these modalities for administrative services, several factors will be considered, including: (a) client needs, the number of clients to be supported, the required service delivery times, and the interface through which clients initiate a process and engage with a service provider; (b) the complexity of services and the level of effort and knowledge required to complete related tasks; (c) the volume of transactions, including possible fluctuations in workload over time; (d) the organizational expertise needed for delivery, including existing knowledge and workforce skills; and (e) the risks of disruption of or delays to mandate delivery.

31. The next phase of the global service delivery model development will entail further analysis of the above factors, how they relate to one another, and what cost versus benefit they may yield. Different delivery modalities, including a combination or even a mixture thereof, will facilitate the most effective delivery approach for an administrative service in a particular location or for a specific client. These include the following:

(a) **Functional clusters** consolidate location-independent processes and comprehensive delivery by one entity. This approach can be taken within a site, a hub or globally and will replace a fragmented structure with multiple contributing entities. Different functional clusters can be co-located. Within the area of payroll, for example, several related transactional processes can be consolidated and handled location-independent to create synergies and benefit from efficiency gains;

(b) **Service lines** integrate processes that span different administrative areas. The service line "on-boarding of new staff", currently used in the Regional Service Centre in Entebbe, for example, comprises reference checking, offer management, contract issuance, travel arrangements, induction, check-in and related financial transactions. It thus combines human resources, finance and central support functions across organizational lines in one arrangement with a focus on delivering a product or service for clients;

(c) **Customized client portfolios** provide a one-stop shop under a unified structure that assists a particular client or group of clients in all of its administrative support needs. Such portfolios can cover specific groups of personnel, such as United Nations Volunteers or uniformed personnel, or whole entities.

32. The examples given below illustrate how certain administrative functions could evolve under the global service delivery model after the stabilization and full implementation of Umoja. These are merely illustrative and will be further analysed in the preparation of the model's business case:

(a) **Human resources administration**. The consolidation of human resources transactions could take place in different forms. Regional hubs could be established in different time zones for processing human resources transactions. Another option could be to cluster client departments and offices with similar operational conditions and requirements in two hubs: one field-based hub, integrating administration of departments with significant field operations: and another non-field-based hub, combining human resources administration activities for Offices away from Headquarters, regional centres and New York Headquarters departments. The two options could also be combined;

(b) **Consolidation of multiple payrolls**. Payroll services could be consolidated into a regional hub structure that spans all payrolls, including those of field missions. If such an option were to be implemented, it should be aligned with the arrangements for entitlements administration to take into account the high level of interaction and interdependencies with the work of human resources partners. Further considerations that would need to be reflected in the hub design include location of staff; language requirements for servicing local staff; and type and numbers of personnel, contracts and entitlements;

(c) **Service centres**. Drawing on the experiences gained with the implementation of Umoja and existing shared services arrangements, administrative and transactional services could be consolidated into service centres.

Design principles

33. In developing proposals for service delivery arrangements that effectively respond to identified administrative support requirements of the Secretariat, the Organization will be guided by a number of overarching design principles, including but not limited to the following:

(a) Create a seamless customer experience and ensure client involvement in design and implementation;

(b) Design simple and efficient end-to-end solutions;

(c) Consider cross-functional dependencies in designing service delivery modalities and in scoping service catalogues;

(d) Design an adaptable, flexible and scalable shared service environment;

(e) Build in quality control and improvement mechanisms against key performance indicators;

(f) Leverage economies of scale and eliminate duplicate activities across entities;

(g) Ensure business continuity by creating necessary redundancies;

(h) Establish appropriate delegation of authority with clear roles and responsibilities and accountability;

(i) Reduce/control operating costs for administrative services.

Client relationship management

34. In the formulation of the detailed global service delivery model proposal, service providers and client representatives will collaborate closely to ensure that

the common and unique needs of different clients and client groups are properly mapped and duly addressed while maintaining a required level of standardization and consistency of support.

35. The consolidation of administrative service capacity must go hand in hand with strong performance management and quality control. Client needs must be clearly articulated so that the global service delivery model can be designed to effectively respond to the respective business requirements. In line with international good practice and experiences of the global field support strategy, the global service delivery model will include robust performance and accountability mechanisms, such as:

(a) **Service-level agreements** will be formulated in consultation with stakeholders before going live with the global service delivery model to identify the administrative support services to be rendered to clients. (Service-level agreements will include agreed turnaround times, quality standards, requirements to be met by client entities and escalation procedures);

(b) **Key performance indicators** will be established to monitor and measure performance and strengthen resource stewardship and accountability. (Key performance indicators will include productivity and capacity indicators, volumes processed and required staffing);

(c) **Scorecards** containing key performance data will facilitate systematic performance monitoring and reporting to clients, service providers and accountability and oversight mechanisms. They will track the achievement of defined objectives and benchmarks, including resource utilization, cost-effectiveness, quality and timeliness of service delivery;

(d) **Continuous improvement mechanisms** will be built into the global service delivery model to periodically review policies and procedures, lessons learned and good practices, in keeping with the concept of an incrementally maturing model based on client needs.

36. By relieving client entities of transactional administrative functions, their capacity can be refocused on core business activities. Quality and timeliness of service and a strong focus on active and collaborative client relationship management, are critical to generate and sustain support for the global service delivery model. Strong client relationship management will be facilitated through the following components:

(a) **Help desks** respond to client inquiries about specific service requests and resolve issues related to service delivery;

(b) **Escalation mechanisms** are built into the service delivery framework to ensure that problems are resolved in an expeditious manner and are referred to senior decision makers, as necessary;

(c) **Feedback mechanisms**, such as client surveys, are launched periodically to gauge client views, assess performance and gather input to inform decision-making about the operational arrangement and resourcing of shared services arrangements, as well as the scope of continuous improvement initiatives;

(d) **Client boards** bring together clients and service providers at the operational level periodically to discuss matters related to service delivery and client relationships.

37. Governance arrangements will be designed in a way that ensures that client entities are an active partner in the decision-making process related to service delivery and are closely involved in the monitoring of organizational performance.

Financing arrangements and budget

38. Currently, the Secretariat employs different approaches to funding shared services, either by way of: (a) an independent assessed budget; (b) resources contributed by participating entities; (c) jointly financed arrangements; or (d) on a cost-recovery basis. Each of these modalities will be assessed with respect to its operational effectiveness, transparency of resource requirements, in particular towards Member States, accountability, scalability and ease of implementation with regard to Umoja and other information technology systems.

39. Under the global service delivery model, the Secretariat will propose a solid and predictable funding arrangement for approval by the General Assembly. Long-term stable core staffing must be in place to ensure that services can be delivered according to the service-level agreements. Moreover, in order to respond to fluctuations in workload, arrangements must be scalable in a business-appropriate time frame. Various modalities will be analysed to accommodate different funding sources from the regular budget, the peacekeeping mission budgets, the support account and extrabudgetary funding. Depending on the location-specific situations, variations could be considered to align to the respective service delivery modalities.

40. The General Assembly decided to give the Regional Service Centre in Entebbe operational and managerial independence and requested the Secretary-General to: (a) submit a budget proposal for the Centre for the period from 1 July 2016 to 30 June 2017, to be charged against the missions that the Centre supports; and (b) develop scalability models to inform the resource requirements for the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe (resolution 69/307, paras. 62 and 63). The proposed scalability models will be taken into account when the detailed global service delivery model proposal is formulated.

VI. Road map

41. Subject to the endorsement by the General Assembly of the framework for a global service delivery model outlined in the present report, the Secretariat will develop a detailed proposal for the model for submission at the seventy-first session.

42. Pursuant to the guidance received from the General Assembly, the advantages and disadvantages of relocating administrative functions to a shared service environment will be carefully analysed, including through a cost-benefit analysis that will estimate the projected initial investment, recurring costs, risk and mitigation factors, business continuity (resilience) as well as information on the expected qualitative improvements and greater efficiency and effectiveness of service delivery and cost savings, with baseline information and benchmarks for measuring progress. Furthermore, lessons learned and best practices will be included.

Risk management

43. As part of the enterprise risk management approach of the Secretariat, the global service delivery model has been included in the organizational risk profile under the category "Organizational transformation". A draft risk treatment and response plan assesses five key transformational initiatives (Umoja, IPSAS, the ICT strategy, human resources reforms and the global service delivery model) and their interdependencies. It identifies key risk drivers and proposes mitigating measures at the enterprise level.

44. A comprehensive global service delivery model risk assessment and management plan will be developed as part of the detailed proposal for the model. Understanding and setting appropriate risk tolerance for different clients and operational contexts will be an important aspect of a global but differentiated global service delivery model, particularly in a dynamic field environment. This will ensure accountability for both mandate delivery and compliance with all applicable rules and regulations.

Location assessment

45. Options for the future administrative services footprint of the Organization, and in particular its geographic locations, will be included in the detailed proposal to be presented to the General Assembly at its seventy-first session. They will build on the history of the United Nations administrative set-up and leverage the expertise of United Nations staff and investments already made in current duty stations, including shared service structures and arrangements established for field missions under the global field support strategy. A review of the comparative advantage of existing duty stations, as well as an assessment of the cost, capacities, efficiencies and other criteria that one or more new locations could provide for the establishment of service centres or centres of excellence, will be included in the cost-benefit analysis of potential location options. A transfer of functions to a new duty station will not be considered unless a clear benefit has been demonstrated in the business case.

46. The evaluation of possible locations for administrative services will include two components: (a) a financial cost-benefit analysis, and (b) a qualitative assessment. Drawing on the criteria used by the Department of Field Support for the selection of an additional site for a second regional service centre (see A/69/651, sect. VI.D, para. 35), the following minimum location criteria will be applied:

(a) Security and stability;

(b) A family duty station;

(c) Health, education and access issues, including reliable medical facilities, educational facilities and a nearby international airport;

(d) Infrastructure, including reliable, modern ICT;

(e) Capacity to expand the location quickly to accommodate staff without significant new infrastructure investment by the United Nations;

(f) Availability of a qualified local workforce with the requisite skills profile;

(g) Strong host government relations to ensure recognition of United Nations privileges and immunities and access to visas for United Nations staff, including their spouses and dependants.

Governance and project management

47. In keeping with international good practices and the guidance received from oversight bodies on other transformational initiatives, a robust governance and project management framework will be established to develop and accompany the implementation of the global service delivery model. Elements will include:

(a) A detailed business case, articulating the benefits, costs, scope and proposed approach;

(b) Clearly defined project management roles, governance arrangements and accountability;

(c) A strong change management component;

(d) Regular engagement with oversight and audit bodies;

(e) Timely project reporting arrangements to support the decision process;

(f) Effective integrated assurance over the whole life of the project.

48. Specifically, it is proposed that, subject to the endorsement of the present framework by the General Assembly, the following governance and project management arrangement be established for the development and implementation of the global service delivery model (see also annex IV):

(a) The Under-Secretary-General for Management will serve as project owner;

(b) A Steering Committee (chaired by the Under-Secretary-General of the Department of Management, with the Under-Secretary-General of the Department of Field Support as Vice-Chair), comprising senior representation from the client department and offices, Umoja process owners, field missions and service providers from a cross-section of duty stations, will provide guidance and project oversight;

(c) A small dedicated global service delivery model project team will be established on a temporary basis to lead the development of the model's business case and the organizational redesign proposals, supported by some specialized consultancy capacity with expertise in shared services arrangements, service delivery models and change management;

(d) A working group, chaired by the global service delivery model project team leader and comprising representatives from client departments and offices, process owners, field missions and service providers from a cross section of duty stations, will collaborate with the dedicated project team in the preparation of the business case.

Change management and transition planning

49. The global service delivery model proposal will be accompanied by a strong change management component that provides a structured approach to moving the United Nations Secretariat from its post-Umoja administrative state to the desired future state. It will assess the Organization's readiness for the related organizational transformation, while ensuring coherence with other reform initiatives. Further, a

management and communication strategy will be developed to facilitate the necessary organizational culture change, fostering in particular a stronger service orientation and greater focus on client needs. Key stakeholders will be identified that need to be engaged to ensure joint ownership and build enterprise-wide commitment to the global service delivery model.

50. The harmonization and consolidation of administrative backstopping capacities will affect staff to varying degrees, depending on their role within the Organization. Administrative capacity that was needed under the former operating model and is no longer required under the global service delivery model will be consolidated within and across duty stations and/or redirected to new functions and programmatic work. New roles for staff will emerge as additional data and information become available, which in turn will enable the Organization to manage information in a more strategic manner and to act upon data through business intelligence. Careful and long-term workforce planning is required to fully understand the impact and develop a support strategy to transition staff to new functions and assist them in acquiring skills that are relevant for future roles and responsibilities. Reprofiling of jobs and training of staff will be essential.

51. The Organization is committed to proceeding with the utmost consideration for staff and will engage in active dialogue with staff representatives as the development of the global service delivery model progresses.

Timeline

52. The timeline for the formulation of the global service delivery model seeks to balance various elements, including in particular:

(a) Umoja deployment schedule and stabilization period;

(b) In-depth analysis of the operating environment post-Umoja deployment to inform the development of a global service delivery model business case;

(c) Consensus-building among stakeholders;

(d) The United Nations budget cycle for the biennium 2018-2019 and the annual peacekeeping mission budgets.

53. The baseline for the administrative set-up in an Umoja-operating environment will be taken on 1 February 2016. Three months after the roll-out of cluster 4, the status quo at that time will provide a point of reference against which future proposals, including the business case, will be measured.

54. Based on the above global service delivery model framework, for which approval in principle is requested from the General Assembly, the Secretary-General will develop a detailed proposal, taking into account the views of Member States expressed at the seventieth session. A progress report on the global service delivery model will be submitted to the Assembly at its seventy-first session, including a detailed proposal with business case, cost estimates and location options for administrative services under the model. Changes necessitated by the new model will be included in the proposed programme budget for 2018-2019, the peacekeeping budget and the support account budget.

55. A schedule for the way forward includes the milestones set out in table 1 below.

Table 1

2015	*2016*	*2017*	*2018*	*2019*
Intergovernmental process				
Secretary-General's report with framework proposal (September)	Secretary-General's progress report with business case, cost estimates	Peacekeeping/support account budget 2017/18	Secretary-General's progress report	Secretary-General's progress report
		Proposed programme budget 2018-2019		
	Inclusion in budget outline			
(General Assembly decision)	(General Assembly decision)	(General Assembly decision)		
Implementation				
Umoja clusters 3+4	Umoja cluster 5	Umoja Extension 2		
Concept development	Process harmonization and simplification;			
	workload and workforce analysis		Physical consolidation at global, regional and local levels	
	Change management			

VII. Financial implications

56. To develop the detailed global service delivery model proposal, the Secretary-General requests additional temporary resources to establish a small project team and to engage consultancy capacity with expertise in shared services arrangements and supportive change management. The global service delivery model project team, assisted by the consultants, will support all activities related to the formulation of a detailed global service delivery model proposal. Key deliverables include, but are not limited to, the following: organizational redesign proposals; location options; cost-benefit analysis; organizational performance management tools; client relationship management mechanisms; costing model; risk mitigation strategy; workforce planning; change management, communication and transition planning; and organizational readiness assessment.

57. Under the overall direction of the project owner, the project team ensures close coordination with all key stakeholders, including though the Global Service Delivery Model Steering Committee and the Global Service Delivery Model Working Group, and is responsible for reporting to intergovernmental bodies and governance mechanisms.

58. It is proposed that the global service delivery model project team be composed of a Principal Officer at the D-1 level, one Senior Programme Officer at the P-5 level, two P-4 Management Officers and one Administrative Officer at the P-3 level and one General Service (Other level) staff member. While it is envisaged that the

posts of the P-4 Management Officers, the P-3 Administrative Officer and the General Service (Other level) staff member will be accommodated through redeployment, general temporary assistance for a 12-month period is requested to fund the D-1 post and the P-5 post for an initial period of one year.

Project management team ($662,600)

59. Estimated resources of $662,600 would be required for a small temporary project team to accompany the preparation of the detailed global service delivery model proposal for an initial period of one year in 2016, comprising one Principal Officer position to serve as Team Leader (D-1), and one Senior Programme Officer (P-5).

Expertise for business case preparation ($500,000)

60. An initial $500,000 for consultant fees is required for the in-depth analysis and development of the detailed global service delivery model proposal and business case, as indicated in table 2 below.

Table 2
Resource requirements
(Thousands of United States dollars)

Project activity	*Estimated requirements*
Planning and design services	500.0
Project supervision and management	662.6
Total	**1 162.6**

VIII. Action to be taken by the General Assembly

61. The General Assembly is requested:

(a) **To take note of the report of the Secretary-General and endorse the framework for a global service delivery model of the Secretariat as a basis for the preparation of a full business case;**

(b) **To request the Secretary-General to submit a detailed proposal with a business case to the Assembly at its seventy-first session;**

(c) **To approve the establishment of two temporary positions (1 D-1 and 1 P-5) in the Office of the Under-Secretary-General for Management with effect from 1 January 2016, initially for a period of one year;**

(d) **Also to approve an additional appropriation of $1,162,600 in the proposed programme budget for the biennium 2016-2017 under section 29A, Office of the Under-Secretary-General for Management, in respect of the project costs for the preparation of a business case, as set out in table 2 of the present report.**

Annex I

Lessons learned from the global field support strategy

Governance and project management

1. Establishing shared services is a long process that takes years to stabilize and yield lasting results.

2. Strong management engagement is needed at Headquarters and in all locations to continuously support efforts and re-enforce clearly and consistently the goals and objectives of the change initiative.

3. Multitudes of formal and informal arrangements that have developed organically over time must be rationalized and streamlined to establish a coherent, standard operating model.

4. Governance systems should provide both needed accountability and authority, without impeding the ability to make critical business decisions where the work is happening. They should also focus on forming the future vision of the operations and not just act as a client board focused on performance.

Operational aspects

5. Standardized processes should be developed to ensure consistency of support and clear expectations about requirements, timelines, and so forth.

6. There is more than one approach to the structure of service delivery, and the global field support strategy experience with service lines can provide insights into alternatives to the functional model.

7. Sufficient focus must be given to the re-engineering of the residual in-mission roles for human resources and finance to support the shared services model locally.

Client needs and performance management

8. Reliable baseline data is critical to gather from the outset to measure progress over time.

9. Performance management mechanisms, such as service level agreements, key performance indicators and reporting to clients need to be put in place right away.

10. Focus on clients and customers is key — not only in shared services arrangements, but in the organization as a whole.

Resources: budget and staffing

11. The service delivery model/centres should have their own budget and dedicated staffing. Workforce planning for shared services arrangements has to be done carefully to ensure that the right personnel with the appropriate skill sets are staffed in the service centres and other locations from the outset.

12. The financing model can have a significant impact on management and performance, as well as on accountability.

13. The timelines for phasing in the model and the build-up of staffing needs to be commensurate with the accountability for agreed outcomes. (Gradual transfer of posts over time contrasted with performance accountability from the start.)

Change management

14. Change management cannot be underestimated. Time, effort and resources need to be dedicated to workforce planning, training and communications and cultural change for all stakeholders and entities.

15. Setting up a new service model while implementing new organization-wide initiatives, such as IPSAS and Umoja, caused significant stress on operational activities and diverted a great deal of time and capacity. Careful consideration should be given to the sequencing of transformative initiatives.

Annex II

Pronouncements by the Board of Auditors on business transformation initiatives

Conditions for successful business transformation[a]

1. The Board has identified preconditions and circumstances common to global organizations that have successfully transformed services and operations. These include:

(a) A clear vision and business model;

(b) Ownership and leadership by the head of the organization or designate when it comes to change;

(c) An organizational structure that can readily adapt to change;

(d) Good corporate data and intelligence on a wide range of matters that are important for effective and efficient operations;

(e) Funding and governance mechanisms that support change;

(f) A focus on cultural challenges and how to gain buy-in from the organization;

(g) Clear communication on the need for change and expected behaviours;

(h) Effective planning, organization and risk management at all levels.

2. Further, the Board highlighted the following key lessons for senior management drawn from its audit of key business transformation projects, namely, Umoja, IPSAS and the capital master plan:[b]

- For each transformation agenda, there needs to be a coherent and articulated vision for change based on a good understanding of the business as a whole, the opportunities for change, and the most cost-effective way forward.
- There needs to be a realistic and holistic assessment of the ability of the United Nations to absorb change and deliver its ongoing mandates.
- Benefits realization needs to be actively managed.
- Reporting on project costs and progress needs to be robust and transparent.
- There needs to be accountability for the success of business transformation projects.

Governance, controls and assurance

3. In its assessment of the capital master plan,[c] the Board highlighted best practice considerations as follows:

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[a] A/67/651, para. 36.

[b] A/67/5 (Vol. I), para. 181. A further reiteration of key elements required for a coherent business change programme is provided in A/69/5 (Vol. I), para. 34.

[c] "Lessons from the United Nations Capital Master Plan: A paper by the United Nations Board of Auditors" (December 2014), page 16 (www.un.org/en/auditors/board/auditors-reports.shtml).

"In most large, complex organizations projects, programmes and portfolios of activity are normally subject to robust stakeholder management, governance and controls, supported by a combination of internal and external assurance processes. The aim is to ensure clear accountability and responsibility for delivery and at the same time establish effective controls and limits to mitigate and manage risk without overly constraining progress. A well-governed project typically features:

(a) A detailed full business case, articulating the benefits, costs, scope and proposed approach;

(b) Clearly defined project management roles and accountability;

(c) A project board — properly constituted and effective;

(d) Appropriate mechanisms for change control;

(e) Timely project reporting arrangements supporting an efficient transparent decision process;

(f) Effective integrated assurance over the whole life of the project."

Annex III

Overview: preliminary assessment of processes with potential for delivery in a shared service environment*

Headquarters	*Hub*	*Local*
Led by United Nations Headquarters or Offices away from Headquarters with stakeholder interdependencies	Performed locally with potential to consolidate, simplify and automate in shared service environment or processes led by Headquarters that can be performed elsewhere	Performed locally and required to be retained
Finance		
– Assessment	– Accounts receivable and collections; accounts payable/ vendor payments	– Accounts receivable and collections (local partners); accounts payable/vendor payments (low value, local vendors)
– Reimbursement of Member State formed police units/troop costs	– Vendor payment processing	– Bank reconciliations (local reconciliations)
– Budgeting and forecasting	– Asset accounting	– Project management
– Performance reporting	– Cashier	
– Recosting	– Bank reconciliations	
– Treasury, investment/foreign exchange + investment accounting	– Master data management/ maintenance (business partners)	
– Master data governance	– Travel claim processing	
– Income tax reimbursement	– Payroll	
– Allotment	– Manage cash level	
– Programme management	– Health + life insurance (staff enrolment, after-service health insurance/after-service life insurance data management)	
– Commercial insurance (property, casualty and liability) with some locally performed purchases + insurance claims	– Grants management	
– Financial statements	– Accounting processes	
– Umoja (Business Intelligence reporting)	Petty cash management	
	Process local payments to police- and troop-contributing countries	
	VAT-Tax accounting	

* It should be noted that the process assessment is an interim step in the full application of the six-part methodology (see para. 27 above); additional in-depth analysis will follow as Umoja deployment and stabilization has advanced further. Only options that are identified to be operationally feasible and beneficial to the Organization will be considered as part of the detailed business case that will be presented to the General Assembly at its seventy-first session.

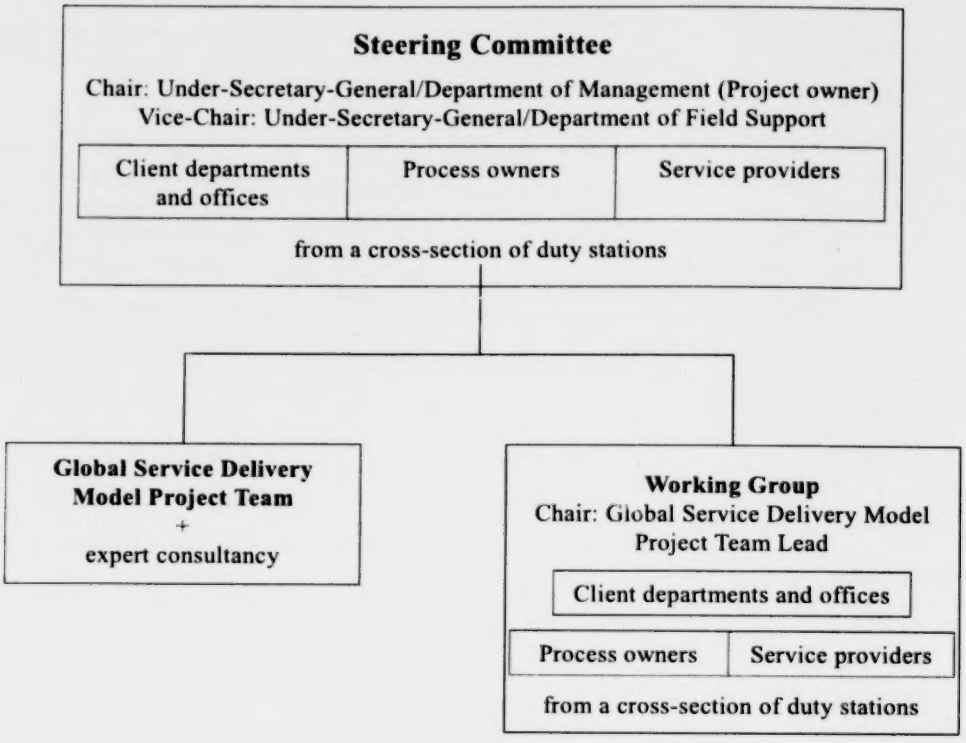
Headquarters	*Hub*	*Local*
Human resources	**Umoja related**	
– Human resources master data governance/maintenance of human resources reference tables – Global workforce planning – Global human resources Umoja support – Organization/Position management – Umoja (Business Intelligence reporting)	– Benefits enrolment – Administration and processing of staff entitlements – Human resources master data management – Maintenance human resources personal data – Personnel administration (onboarding, etc.) – Administration of staff movement – Staffing table management – Human resources and entitlement travel; administration of consultants and individual contractors	– Leave and attendance (local management) – Approval of uncertified sick leave, overtime and compensatory time off, danger pay (non-danger pay recording) – Initiating contract renewal – Local portion of Organization/ Position management
Human resources	**Non-Umoja related**	
– Institutional priorities and policy formulation – Inter-agency coherence and coordination – Interaction with legislative bodies – Global outreach – Policy advice/support to human resources partners – Inspira (Recruitment roster) – Language and Young Professional Programme examination programmes – Legal services, Management Evaluation Unit – Senior Management Committee – Reviewing and approving exception to the Staff Rules – Monitoring, oversight and compliance	– Inspira (offer management, eligibility review for conversion of employment) – Employment verification/ certification – Performance review – Career management – Policy interpretation – Customer relationship management	– Inspira (consultant selection and rostering; recruitment — staff selection) – General Service staffing and testing – Physical administration of exams/ training/counselling/career services – Local salary survey – Local input to globally/hub-administered services – Policy advice to Head of Office/Programme managers

Headquarters	*Hub*	*Local*
Corporate services		
– Procurement (solicitation, system contracts and contracts above entities' Delegation of Authority) – Global asset management – Strategic capital review – Travel management oversight – Umoja (Business Intelligence reporting)	– Regional procurement – Facilities management (real estate planning, lease acquisition) – Master data governance Master data management (Commercial partners, services, material) – Travel (lump-sum processing; United Nations travel documents (United Nations laissez-passer)) – Management and procurement of airline agreement – Umoja production support	– Local procurement/contract management – Master data maintenance – Equipment services (assign, repair, dispose) – Facilities management (on-site) – Travel and transportation services (local management/procurement of airline agreement; travel agency management and coordination (ticketing)) – Host country coordination – Shipment of personal effects
Logistics and supply chain[a]		
– Deployment planning and deployment – Force planning – Force master data	– Demand planning – Supply planning – Performance management – Transport planning and monitoring – Fleet management – Data-gathering and cleansing – Downsizing/liquidation	– Inventory management – Warehouse management – Shipping/transport execution – Quality management

[a] Initial designs for Umoja Extension 2 will be updated in line with the business requirements for the implementation of supply chain management, the functions and processes of which are currently under development.

Annex IV

Governance and project management arrangements during the development of the global service delivery model business case



Annex V

Shared services arrangements of United Nations funds and programmes and the specialized agencies

1. In April 2015, the United Nations Secretariat conducted a survey on the Global Service Delivery Model in collaboration with the United Nations System Chief Executives Board for Coordination (CEB). Thirteen United Nations entities responded to the survey. The overview of the respondents' consolidated service provision is included in annex VI.

2. The survey referenced four possible models of consolidated service provision that had been identified in discussions of the High-level Committee on Management (CEB/2014/3, para. 79).

(a) Individual organizations consolidating their own back-office operations in one or more global or regional locations;

(b) Sharing services, which one or more service centres could provide to several organizations on a cost-recovery basis or other service agreement;

(c) Establishing cost-shared common centres clustered around organizations with similar business models;

(d) Outsourcing services to United Nations service providers or external entities.

3. Six of the 13 entities that responded to the survey have implemented consolidated service provision and three entities are currently planning for implementation. The majority of entities (Food and Agriculture Organization of the United Nations (FAO), International Organization for Migration (IOM), United Nations Development Programme (UNDP), World Food Programme (WFP) and World Health Organization (WHO)) consolidated their own back-office operations, while UNDP provides shared services to other entities on a cost-recovery basis. The International Monetary Fund (IMF) has outsourced its IT services to an external vendor. No entity established cost-shared common centres.

4. **Feasibility study**. All respondent entities conducted or will conduct a feasibility study prior to implementation (including cost-benefit analysis, business processes/case analysis, performance analysis) in order to determine the service delivery model, scope of services, location, economies of scale and return on investments. These analyses also provided opportunities to capture organizational knowledge, document existing processes and policies, and identify potential for qualitative improvements, including through business process re-engineering.

5. **Enterprise resource planning readiness**. The importance of the readiness of the enterprise resource planning (ERP) system prior to the consolidation of service provision was recognized by all respondents. The United Nations Office for Project Services considered the introduction of the ERP system a determining factor for consolidated service provision. WHO, which concurrently implemented the ERP system and a global service centre, had to tackle challenges relating to manual workaround, data quality and backlogs.

6. **Governance**. The survey responses affirmed the need for a strong system for governance, including broad representation of stakeholders, appropriate level of

delegation of authority, alignment of reporting lines, and service level agreements. Optimal balance between managerial control and client-orientation was identified as an important prerequisite to efficient and effective delivery of services.

7. **Change management**. Many respondent entities stressed that, in addition to training and communication, it was important to raise awareness about the change impact of the transition to shared services. It was recommended that inclusive communication with all stakeholders be initiated early in the process.

Annex VI

Shared services arrangements in United Nations funds and programmes and the specialized agencies (in accordance with the April 2015 survey)

		Type of shared services arrangement	*Business processes*	*Location*	*Date of relocation*
Implemented	FAO	Consolidation of back-office operations	Accounts payable, travel, human resources servicing, consultants' servicing, asset management, user support	Budapest, Hungary	2007
	IMF	Outsourcing to external vendor	IT (application maintenance, ICT Help Desk)	Bangalore, India	2010
	IOM	Consolidation of back-office operations	Budget, accounting, treasury, IT, procurement, human resources, airline settlement, occupational health, website and digital assets, insurance, legal, inspector general, Project Information Unit, staff security, pension administration	Manila, Philippines	2002
			Accounting, IT, human resources, occupational health, legal, staff security	Panama City, Panama	2007
	UNDP	Consolidation of back-office operations: Sharing services with other organizations*	Global: finance, procurement, administration	Kuala Lumpur, Malaysia	2012, 2014-2015
			Global: staff benefits and entitlements; global payroll; Junior Professional Officer services, specialized procurement; common services	Copenhagen, Denmark	Junior Professional Officer services (2001) Benefits and entitlements (2003) Payroll (2004)
			HQ: Finance, including treasury and ICT services	New York, USA	Not relocated
			Security, common services, administration, finance, procurement, ICT, human resources	Regional hubs (Addis, Amman, Bangkok, Istanbul and Panama)	Structure and function reviewed in 2014-2015

		Type of shared services arrangement	*Business processes*	*Location*	*Date of relocation*
			Common services, administration, finance, human resources	Country offices in more than 170 countries and territories	Not relocated
	WFP	Consolidation of back-office operations	IT Help desk, vendor master data management, travel entitlement management	New Delhi, India	2007
			IT Field support, Competence Centre	Nairobi, Kenya	2012
			IT PASport Competence Centre	Bangkok, Thailand	2007
			Global vehicle-leasing programme, non-food procurement, fast IT and telecommunication	Dubai, United Arab Emirates	2007
			Emergency and support team		
			Non-food procurement (WFP and United Nations Humanitarian Response Depot)	Kuala Lumpur, Malaysia	2012
	WHO	Consolidation of back-office operations: Sharing services with other organizations*	Global: Finance, travel, human resources, procurement, awards management, IT	Cyberjaya, Malaysia	2008
Planned	UNFPA	Development ongoing. An independent feasibility study and cost-benefit analysis is currently being conducted			
	UNICEF	Consolidation of back-office operations	Global: human resources, finance, master data management, Global Help Desk	Budapest, Hungary	2015
	UNOPS	Consolidation of back-office operations Sharing services with other organizations	Global: human resources, finance, travel	Bangkok, Thailand	2016

* The concept of sharing services with other organizations, as implemented by UNDP and WHO, marks a continuation of previous support arrangements under the new service centre structure; it does not constitute an overall increase in shared services arrangements.